

CENTRAL HIGHLANDS HEALTHCARE LTD

ANNUAL REPORT



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1. Who we Are

Central Highlands Healthcare LTD (CHH) was established on the 18th December 2012 and following the build on a Greenfield development site, the Emerald Medical Village incorporating the Emerald Medical Clinic opened in October 2015. The emerald Medical Clinic received funding from the commonwealth Department of Health under the GP Superclinic program and in 2019 the Bean Waitin' Coffee shop and Emerald Employment Medicals were added to the Superclinic site. CHH is a public company; social enterprise foundation and is managed by a volunteer skills-based board.

VISION: Better Healthcare Together

MISSION: To provide coordinated, quality local healthcare to the Central Highlands community to improve health outcomes.

OBJECTS: The organisation's Constitution Objects are to benefit the health and welfare of the community in the Central Highlands Region who have a need for health and associated services by reason of youth, infirmity or disablement, poverty or social or economic circumstances or sickness through the following:

- Being a centre of high quality and accessible health care: Providing patients with coordinated, flexible, multidisciplinary patient-centred health services in the Central Highlands region through:
 - Encouraging and facilitating integration across primary health care organisations, tertiary healthcare and the community.
 - Creating pathways between existing and future public and private sector health-related services.
 - Creating an environment for the efficient and effective use of information technology to facilitate better health outcomes .
- Supporting the current and future primary care workforce to provide health care preventing and controlling disease and improving the quality of life for Central Highlands communities which encompasses amongst other things:
 - Providing a working environment and conditions which attract and retain a strong workforce particularly General Practitioners to increase the amenity of the Central Highlands Region;
 - Provide training and;
 - Providing other opportunities to increase the number of General Practitioners, Nurses and Allied Health Professionals within the Central Highlands Region.
- Responding to local community needs and priorities, including the needs of Aboriginal Torres Strait Islander and other cultural and linguistically diverse people.
- Providing accessible, culturally appropriate and affordable care to patients.
- Providing support for preventative care and control of diseases which encompasses;
 - diagnoses and treatment;
 - integrating programs and initiatives for the benefit of the community;
 - providing affordable care via bulk billing and similar practices; and
 - seeking donations and funding from the public and all levels of government to fund the activities of the Company

2. Board of Directors



CR PAUL BELL AM
Chairman

Paul was elected Chairman in 2014 and has been a director since 2012.

Paul was a local government Councillor from 1985- 2020 and has a strong history of board leadership including the health, energy, rail, superannuation and community service sectors.

Paul is Chair of the Central Queensland Hospital and Health Service, Commissioner and Chair of the Queensland Local Government Grants Commission and recently retired from his position as a Councillor at Central Highlands Regional council.

Paul was awarded the Order of Australia, General Division in 2005. He has a Bachelor of Business Administration and is a Member of the Australian institute of Company directors.



GREG MCDONNELL
Deputy Chair, Finance
Committee Chair

Greg was appointed a Director in 2015.

Greg has been a partner in the accounting practice McDonnell Hume Partners since 1992, which provides advice to individuals and businesses of the Central Highlands, including the agricultural, coal mining and retail industries.

Greg qualified as a chartered accountant in 1990 with Ernst & Young in Sydney and has a Bachelor of Economics with majors in Accounting and finance. He has a Diploma in Financial Planning and is a fellow of the Institute of Chartered Accountants.



WENDY MCPHEE
Secretary

Wendy was appointed a Director in 2015.

Wendy has 23 years of experience running a medical practice, having worked as Practice Manager of Emerald Medical Group from 1992 to 2015.

Wendy is an active member of the local community, volunteering her time in various roles (P&C, Red Cross, Eisteddfod etc). She is currently Volunteer Finance officer/ Front of House for Emerald Academy of Dance.

Wendy has a Bachelor of Science (Medical Laboratory Technology). Wendy has a current appointment as a training officer with James Cook University GP Training.

2. Board of Directors Cont'd



CLINTON ADAMS Business Development Committee Chair

Clinton was appointed a Director in 2013.

Clinton has lived in Emerald for over 35 years. Originally an Electrical Fitter & Mechanic, Clinton spent over 30 years in the Real Estate industry in Emerald. He successfully started and operated a Real Estate business for over 25 years and is a fully qualified Auctioneer and Real Estate Developer. Clinton has also developed and built numerous buildings such as Emerald Post Office and Rabo Bank, several Motels and many sub-divisions. Clinton spent 2 years on the committee for Central Highlands Sporting Game Plan Initiative (to take sport to the next level in Central Queensland). Clinton is on the committee for the Bush Children's Health Scheme.



PAT LYONS Governance Committee Chair

Pat was appointed a Director in 2014.

Pat has lived in Emerald since 1991 with roles in Public Administration and Management in the Queensland Public Service prior to entering private enterprise in 2002, opening a Branch office of Taylor Byrne Valuers in Emerald at that time.

Pat has extensive involvement in local business and community organisations in the Central Highlands over many years. He currently serves as a director of Central Highlands (QLD) Housing Company Limited and is president of the Emerald Sunrise Rotary Club. He is a past president of the Emerald Jockey Club.



CR GAIL GODWIN- SMITH Director

Gail was appointed a Director in 2016.

Gail has spent the last 26 years on the family owned and operated cattle and grain property south of Rolleston, she has a strong interest in agriculture, natural resource management, infrastructure investment and community liveability.

Gail has previous experience both as a Local Government Councillor and Deputy Mayor. A graduate of the Australian Institute of Company Directors, Gail is a Local Government Women's Association Old Executive, Fitzroy Basin Association Board and a Ministerial Appointment to the board of the Rockhampton Girls Grammar School and Queensland Great Artesian Basin Advisory Council. Gail has been a volunteer First Responder for the QLD Ambulance Service for more than 15 years.

CENTRAL HIGHLANDS HEALTHCARE
2019-2020
IN NUMBERS

APPOINTMENTS

18,430



NURSES'
APPOINTMENTS

47,319



DOCTORS'
APPOINTMENTS

812



RESP' CLINIC
APPOINTMENTS

1,500



TELEHEALTH
CONSULTATIONS

EMPLOYMENT
MEDICALS



EMG

1,010

EEM

1,042

945 AMA
SIGN OFFS



MELANOMAS
REMOVED

23



548

SKIN LESIONS
REMOVED



ANTENATAL
VISITS
377

47
STAFF
EMPLOYED

23,372
ACTIVE
PATIENTS

(Individuals seen
in the last year)

574

NURSING HOME
VISITS



4. Chairman Report

To celebrate your 5th Birthday in business is a significant milestone these days and Emerald Medical Clinic achieved that goal this year. The small business failure rate in Australia is extremely high so to be able to report a good trading year and that the company, CHH Ltd, is in a sound financial position, is a very rewarding result for the Board. Not only is it a great achievement that we have grown the business and the interests of the company, but also we operated in a somewhat unique way as a social enterprise.

Reflecting on our growth, we should start with our doctor appointment numbers - 31,700 in our first year and this year it has grown to 47,319. Nursing activities and nursing home visits have also increased significantly while telehealth consultations, employment medicals and onsite procedure numbers have grown. Medical and nursing training has been a primary focus and although our strong commitment to medical training continues at a cost to our bottom line it reflects our imbedded DNA of a social enterprise created to directly address the primary health needs of the Central Highlands community.

Over our first five years the Board has remained agile and active in meeting our social obligations and business development goals alike. To ensure our clinic has a very small carbon footprint in its everyday life, a solar generator on the rooftop was installed and continues to power us to this day. The patient need for an onsite pharmacy led us to build a new pharmacy, an additional five treatment rooms and a coffee kiosk. This year with COVID-19 very fresh on the world stage, our organisation was the first in regional Australia to establish a Respiratory Clinic in partnership with the Australian Government and connected to the Central Queensland wide COVID-19 response.



Photos: (Left) International Nurses day celebrating the hard work and continuous training of our brilliant nurses.

(Right) A farewell to Michael Bishop who left for colder climates in early 2020.



4. Chairman Report Cont'd



Photos: Emerald Medical Group goes Green to raise awareness of youth mental health and headspace. November 2019.

Every day our doctors, nurses, front desk and admin team commit to our vision of Better Healthcare Together. On behalf of the Board, I thank them for all of their efforts this year where we have been tested through the most trying times of the pandemic and the new challenge of not only providing quality healthcare but actually being front line 'PPE and all' during the COVID-19 pandemic.

To our Board and in fact all Board Directors who have served CHH Ltd over the last five years, thank you. It has been a fantastic journey and we are really in a good place because of your commitment to improving the health outcomes for our community and shaping a social enterprise model for private practice that although unique at this time, will, I believe, grow throughout rural and regional Australia. Finally to our CEO, Renee Barlow, you have stepped into the role and made it your own, steered us through COVID-19 and modernised back office services for our team and that is exactly what the organisation needed at this time, thank you.

Paul Bell
Chairman

5. CEO Report

This year has been a changing and unpredictable year for Central Highlands Healthcare (CHH). We have grown, taken on new businesses and faced the unexpected Covid19 pandemic. Our team, has grown, changed and responded to these changes wonderfully. Firstly, I would like to acknowledge the work of Michael Bishop our previous CEO. Michael retired from his role in February and is now enjoying a well-earned retirement. Michael's leadership over his time with CHH has been a valued addition to CHH. His passion for our Palliative Care and Big Rural initiatives will be a standing legacy to his commitment to wellbeing of our community.

Covid 19 has provided CHH with an unexpected challenge and has become a key focus for our medical services this year. Due to the excellent work our Business Development Committee we quickly established the first Rural GP Lead Respiratory clinic, a federally funded response to Covid-19. This has allowed us to effectively support the Central Highlands community through this difficult and unexpected time. Our staff have excelled at operating in changing circumstances and have gone above and beyond expectations to assist the community.

Internally, we have also achieved our accreditation as a General Practice and have maintained our ISO9001:2015 Quality Management System certification. We are continuing to assess and improve our operations and processes. Financially, both Emerald Medical Group and Emerald Employment Medicals have felt the impact of Covid-19. However, we have finished the year strongly and are in a good financial position for the year to come.

From a staffing perspective, we have seen a continued movement of staff, including a decrease in our doctors. This has had a significant impact on our ability to provide appointments to the community. We have identified this risk and continue to explore avenues to increase our Doctor numbers. A key strategy is our continued focus on teaching and ongoing development. We aim to build the strength of our future workforce and attraction to rural communities. This approach saw the addition of 4 new GP registrars to our team, and supporting intern, medical and nursing student placements.



Photos: Two of our additions to the business this year...(Top) Emerald Employment medicals moves to it's new home on Pilot Farm Road. (Bottom) "Bean Waitin' coffee kiosk opens.

5. CEO Report

This year has also seen the diversification of CHH in two key areas. Firstly, in November we started our Bean Waiting coffee kiosk. Our previous tenant moved out and the decision was made to continue providing this service. Secondly, in December we saw an opportunity to expand and strengthen our current Employment services by acquiring Emerald Employment and Coal Board Medicals from Dr Evans. Rebranded as Emerald Employment Medicals we now have a dedicated team providing Coal board and employment medicals to the Central Highlands. Our Doctors, our nursing and admin staff have worked hard to provide streamlined and efficient service and strong connection with our clients.

Finally, I would like to acknowledge the hard work and dedication of our Board Members, Doctors, Nurses and Admin team. This year has been difficult, but your flexibility, commitment to patient care, and professionalism has never changed. Without your efforts and dedication this year would have been a lot more challenging. As a team we are well placed to address any future challenges and embrace new opportunities. I am looking forward to the year to come and what we can achieve together.

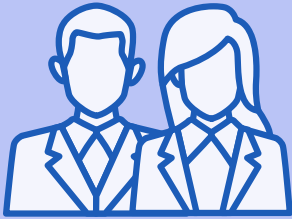
Renee Barlow - Chief Executive Officer



Photos: Official Launch of our Health Justice Partnership in February 2020. The only one operating outside of a city area in Queensland

6. Education and Training in Numbers

CHH plays a significant role in supporting developing doctors and also takes medical and nursing students. The feedback from students and Universities has been extremely positive reflecting both the range and skills of the clinicians as teachers.



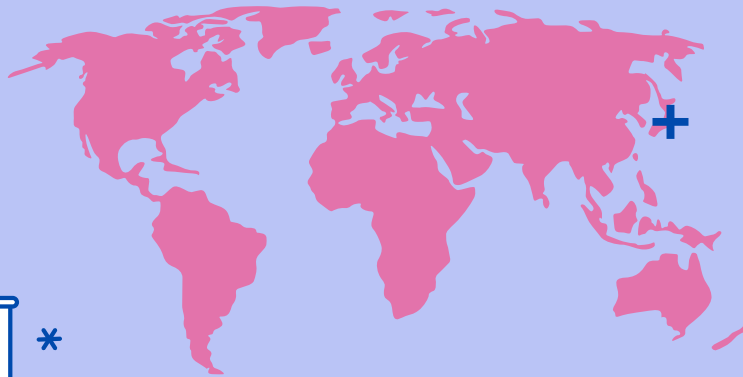
Students this year from 4 Universities: UQ, JCU, ANU & Griffith

11 Medical Student Orientations

The Second orientation due to be held in June was cancelled this year due to COVID 19.

13 Medical Student Placements

The Spiro workshop was very helpful and will make our work more efficient!



Honorary & real University Appointments

Ewen McPhee, Associate Professor University of Queensland and Senior Clinical Lecturer James Cook University.
Gramae Pagel, Senior Clinical Lecturer James Cook University.
Amanda Tai, Senior Clinical Lecturer James Cook University.
Wendy McPhee, Training Support Officer James Cook University

5 Overseas Observers

Our 5 observers this year were part of a Rural Generalist delegation from Japan

So many amazing people to learn so much from



Workshops

Our workshops this year included:

- Allied Health workforce planning workshop
- Ultrasound guided joint injection
- Spirometry workshop
- Audiometry update
- My Health for Life workshops.

A brilliant orientation week- I thoroughly enjoyed it!

10 Nursing Students

From JCU & CQU

7. Education and Training Report

Teaching and Training has continued to be a big part of who we are at Central Highlands Healthcare in 2019/2020. Our medical education has continued to expand and has become even more important due to the COVID-19 pandemic when people can not travel to access education and training as they would previously have done.

Our local medical educators (Dr Gramae Pagel Dr Amanda Tait) and senior fellow Dr Ewen McPhee) via James Cook University General Practice Training offered the JCU Half Day Release Educational program from the rooms at Emerald Medical Centre throughout the year for the registrars working in Emerald and surrounds. This was both face to face for those in Emerald and via zoom for registrars in Moura, Biloela, Theodore and other parts of rural Central Queensland.



Our five overseas observers this year, part of a rural generalist delegation from Japan.

Our GP Registrar numbers have expanded with a total of 10 registrars in the practice over the year. Dr Faustina Marvin completed all her requirements and was awarded her Fellowship of the Royal Australian College of General Practitioners (FRACGP). Dr David Molhoek and Dr Nipuna Wickremaratne were completing their final GP time and exams for their Fellowship of the Australian College of Rural & Remote Medicine (FACRRM). Dr Edward Barlow and Dr Nikki Harch moved into their second year with us and started sitting their exams for Fellowship.

New Registrars starting with the practice during 2019/2020 year include Dr Sivajini Rudra who is working towards her FRACGP along with Dr Jackie Holloway, Dr Racheal McDermott, Dr Tracey Bodetti and Dr Anna Malan who are all working towards their FACRRM.



Photo: Some of this year's registrars, Rachael, Anna and Tracey with one of our nurses Lucy and CEO Renee.

7. Education and Training cont'd

CHH has continued to host Interns under the Rural Junior Doctor Training & Innovation Fund grant. We host Interns from Rockhampton Base Hospital for a period of 10-12 weeks at a time. Interns are supported by the senior clinicians in the practice to experience medicine in a General Practice setting. Each patient seeing the Intern is reviewed by a supervisor before leaving the practice giving the Intern a 1 on 1 learning experience with each and every patient seen. These appointments are bulk billed so offer a bulk billing option for patients with no concession cards but who may wish to access bulk billed health services. Feedback from the Interns is overwhelmingly positive. Reaccreditation to continue hosting these interns was achieved in early 2020. A huge thanks must go to our GP Supervisors Dr Tore Nordland, Dr Gramae Pagel, Dr Amanda Tait and Dr Ewen McPhee who support these junior doctors.

The practice continued to host Medical students both for orientation and placement throughout the 2019/2020 year. In January we hosted 11 students from University of Queensland for their rural orientation week. Our GP's took them through a range of skills such as plastering, suturing, Basic Life support, Canulation, ECG's. There were also social events including a BBQ and Trivia night. They certainly boosted our trivia teams for that week!

Throughout the year we have had 13 medical students complete their placements with us ranging from a 9 hour placement over 3 days for 1st year JCU students, a 6 week placement for 3rd year post grad UQ students or a 4 week placement for 6th year students from JCU whose placement in the UK was cancelled due to COVID! We also had students from ANU and Griffith completing their John Flynn Scholarship placement. In the 2019/2020 year CHH hosted 10 nursing students from JCU and CQU. These students were in a variety of nursing programs and across a variety of year levels. Hosting the students challenges our nursing workforce to look at why we do things the way we do. Students bring a fresh pair of eyes to tasks. Students participate in all nursing areas learning about occupational health, vaccinations, wound care, ECG, chronic disease management and a range of other tasks. This complements their studies and also provides a different perspective to the hospital placements/acute care that they complete in other parts of the course. Thanks to our nurses for supporting these students to get the most out of their community nursing placements.

Wendy McPhee - Clinical Education coordinator



*Photos- (Top) Medical students Anna and Keegan on their final day with us.
(Bottom) Medical students during and after some hands on training.*

8. Sentinel GP Report

The last year has been again been a busy year. Our organisation has demonstrated that we are able to respond to community and public health issues especially with the COVID-19 pandemic response and rapid establishment of a GP Led Respiratory clinic on site. The GP Led Respiratory Clinic was the first rural clinic in Australia to open as part of the Federal Government's COVID-19 response. The clinic is housed in temporary buildings on site allowing patients with respiratory symptoms to be seen and tested in a dedicated facility where staff can be appropriately protected with full PPE.

We have continued to work closely with our colleagues in the Central Queensland Hospital and Health Service (CQHHS) in both Emerald and Rockhampton. We share patients and common values as well as medical and nursing staff. We have had 9 doctors through the year working at both Emerald hospital and Emerald Medical Group as they complete their rural generalist training.

Our health promotion activities continued with many nursing and medical staff volunteering their time to work at community events to promote healthy behaviour. Our work on #BigRural continued, supporting the youth of Emerald to access timely health care especially mental health care as required. Our Palliative Care volunteers completed their training and started visiting palliative patients. Our volunteer drivers continued our patient pick up service. We ran several My Health for Life groups.



Photos: (Left) CEO Renee collecting some masks donated by Ensham Mines.

(Right) Dr Edward Barlow with our Nurse Tracey and Bella from the Admin Team outside the respiratory clinic before donning their PPE.

Doctor Transactions

- Dr Dina Zakirova relocated to Mackay for personal reasons
- Dr Muhammad Asghar moved to Caboolture for his wife to gain work.
- Dr Gulya Sidari left to update in Emergency Medicine
- Dr Safwan Sayyal relocated to Sydney to be closer to family. Once COVID-19 began Dr Sayyal was able to offer some of his patients continuing telehealth consultations.
- Dr Faustina Marvin relocated back to Melbourne after obtaining her Fellowship of Royal Australian College of General Practitioners
- Dr Brendan Hill returned to the practice to offer a skin cancer service 1 day per week
- Dr Jackie Holloway joined the practice as a Rural Generalist Registrar
- Dr Racheal McDermott joined the practice as a Rural Generalist Registrar
- Dr Anna Malan joined the practice for 6 months as a Rural Generalist Registrar
- Dr Tracey Bodetti joined the practice as a Rural Generalist Registrar
- Dr Sivajini Rudra joined the practice as a GP registrar
- Dr Aamer Sultan joined the practice while he works towards his FACRRM

8. Sentinel GP Report Cont'd

Fellowship

Dr Faustina Marvin achieved her Fellowship of Royal Australian College of General Practitioners
Dr Nipuna Wickremaratne achieved his Fellowship of Australian College of Rural and Remote Medicine
Dr David Molhoek achieved his Fellowship of Australian College of Rural and Remote Medicine
Dr Melissa Newman achieved her Fellowship of Australian College of Rural and Remote Medicine

Visiting Practitioners

- The cardiology team from Genesis care (previously Heartcare partners) led by Dr Karen Phillips and Dr Gerard Connors continued to visit twice a month
- Dr Mark Norrie, Gastroenterologist, visited bi-monthly
- Dr David Campbell continued his plastic surgery lists at the clinic on a fortnightly basis followed by telehealth appointments.
- Dr Dr Kunwarjit Sangla, Endocrinologist, continued his visits from Townsville
- Lindsay McDonald continued to provide a visiting Psychology service
- Gracie McMurtrie continued to provide psychology support services
- Tracy Taylor, Physiotherapist, continued to support CHH by seeing vocational assessment patients
- CQ Audiology, Howard and Darcy Walmsley increased their service to Emerald by visiting weekly
- Chris Hughes and his Dietitians from CQ Nutrition visited twice each month.
- Elite Injectables continued to provide services from the Emerald Medical Clinic rooms
- Gryphon Psychology began offering services from our rooms
- Emerald Diagnostic Ultrasound relocated to our specialist suites and expanded the services on offer



Photo: Hon Mark Coulton, MP (Minister of Regional Services, Decentralization and Local Government) and Mr Ken O'Dowd MP (Member for Flynn) visited Emerald Medical Clinic on Friday 4th October 2019

8. Sentinel GP Report Cont'd

We continued to host interns on rotation from Rockhampton Base Hospital under RJDTIF funding. This program provides junior doctors with an opportunity to experience General Practice while having 1 on 1 support and supervision from our senior clinicians. Our interns for the last year were:

- Dr Rafik Malik
- Dr Sahil Rana
- Dr Nifesimi Olojede
- Dr Lawrence Obiri
- Dr David Carr

During the year we purchased Emerald Employment Medicals from Dr John Evans. This was initially run from 27 Ruby St before moving into the Specialist Suites at our Pilot Farm Road site. This allows efficient use of doctor and staff resources to service the needs of our occupational health clients. Janette Dillon retired from her position as Diabetic Educator after being with the organisation from prior to relocating to this site.

Michael Bishop also retired as CEO to relocate to the Tasmanian wilderness. Renee Barlow was appointed as CEO and has done an amazing job guiding us through a pandemic response in her first 4 months.

Ewen McPhee
Sentinel Medical Officer



*Photos: UQ Medical Student
Rural Orientation week.*

9. Committee Chair Reports.

Better Healthcare Foundation

The first half of the year was extremely eventful for the Better Healthcare Foundation. August 2019 saw the official launch of the Foundation with a fantastic evening with Rosalie Ham, playwright and author of the bestselling novel 'The Dressmaker'. This event gathered together many members of the community as well as volunteers with all funds benefiting the foundation.

Following this, thanks to some determined fundraising and a partnership with Genesis Care, the foundation was able to Launch The Heart of Emerald. This allows Emerald to have a locally staffed and run Cardiac Stress Testing service, offering same day reports and reducing both waiting times and travel times for those who require these services.

#BGRURAL has continued its fantastic work within the community and in October 2019 gained international recognition for improving youth health by receiving the WONCA award from the World Rural Health Conference in Albuquerque. Additionally, community members and volunteers graduated from a ten week palliative care program, paving the way for the foundation to be able to be more involved with palliative care projects in the future. Some of these volunteers then went on to form a monthly grief and loss group which sadly had to be put on hold during the COVID-19 pandemic.

Due to COVID-19 and the restrictions that had been put in place, the second half of the year focused on planning and preparation for how the foundation could be utilised effectively in this 'new' normal that we find ourselves in. Discussions were had about how the foundation could be used for various health promotion activities and plans were put in place for these activities to go ahead in the future.



#BGRURAL in receipt of the WONCA award October 2019



Heart of Emerald Exercise Stress testing launch August 2019



An evening with "The Dressmaker" event to launch The Better Healthcare Foundation August 2019



Volunteers graduating from the 10 week palliative care course July 2019

9. Committee Chair Reports.

Business Development Report

Obviously with the difficulties that the whole world has experienced with COVID 19 over the last 11 months, any direct Business Development at the Clinic has been challenging.

Before COVID 19 we had proposed a new building primarily directed at attracting new Specialist and other Clinicians to the Central Highlands Region. A devised plan had been obtained after some research into the size of "Specialist Suites" that would be required. This was with consideration also regarding the already constructed "Specialist Suites" situated at Emerald Medical Group site from our previous project. A sign was erected for the "Suites", and with the proposed plans and contact details, we had good enquiry until the shut-down and the impending COVID 19 Epidemic.

In fact that sign for the project actually was used for the "COVID Clinic" sign. As a testament to Dr McPhee, the Chair Paul Bell and our Board saw the fast erection of the COVID Respiratory Clinic in Emerald, and the first Regionally in Australia. The "Respiratory Clinic" has played a major role in the continued on-going Health commitment to the Central Queensland Community.

An excerpt from 1st April 2020 ABC-Announcement:

"The first GP-led rural respiratory clinic established as part of the Australian Government's \$2.4 billion health package to respond to the COVID-19 outbreak has opened today in Emerald, Queensland.

Federal Regional Health Minister Mark Coulton said strong progress is being made on the Government's commitment to establish up to 100 GP-led respiratory clinics around the country to assess patients with mild to moderate COVID-19-like symptoms."

Clinton Adams
Business Development Committee Chair

First new coronavirus respiratory clinic to open in rural Australia is in Emerald, Queensland

ABC Capricornia / By Rachel McElree and Jemima Burt
Posted Wed 1 Apr 2020 at 12:33pm, updated Wed 1 Apr 2020 at 12:52pm



Photos- Left: Dr Ewen McPhee at the start of the building of the GP-led respiratory clinic. Right: The end result and what stands today.



9. Committee Chair Reports.

Governance Report

2019/2020 has been another extremely busy year for the Governance committee. The two highlights have been the finalisation of the proposed amendments to the Constitution for approval at this year's AGM as well as the finalisation of the Community Management statement and registration on the Titles Office.

The major proposed changes to the Constitution relate to some changes in the membership categories which will widen the potential for possible future members. This should allow us the opportunity to include more community members than is currently the case. The sub-committee commends the amendment for this approval of members.

The finalisation and registration of the Community Management Statement will allow Central Highlands Healthcare to meet the last of the Commonwealth Government's funding arrangements. In this financial year we will now move forward to form the Body Corporate, we are currently looking at our options as to how we can best achieve this.

During the year the sub-committee finalised it's review of the Workforce Plan which has led to a restructure of the CEO role and the supporting administrative staff. This followed changes to the payroll system and the relocation of Emerald Employment Medicals to the Superclinic site. We are seeing efficiencies flow from these restructures to better meet our business requirements.

This year we were also successful with an appeal to the Land Court to have the rating valuation for the Clinic land reduced which has subsequently resulted in a significant reduction in Council rates.

Many Thanks to Renee Barlow, Gail Godwin-Smith, Wendy McPhee and Paul Bell for their contribution to the committee for what has been, again, a very busy year.

Pat Lyons,
Governance Committee Chair

Governance Committee: Pat Lyons (Chair), Paul Bell, Wendy McPhee, Gail Godwin-Smith, Renee Barlow

9. Committee Chair Reports.

Finance Report

The financial year of 2020 was full of changes, surprises, and unforeseen events. From a finance perspective, we do not like these years, our budgets and planning are constantly changing and tested and decisions are required quickly.

The importance of good decisions in a changing environment requires a good understanding of the financial model. Our model, like many GP practices, is that we run on small margins.

The 2020 year saw 5 changes that had a financial impact on the business. The first was the decrease in doctor numbers, which had a negative impact on our trading and resulted in the practice operating at a loss for 9 months. The second was the loss of our kiosk tenant and the decision to maintain this loss-making service. The third was the purchase of EEM in December which was just starting to make a profit in March at which point we lost Dr Haidi to overseas quarantine, which resulted in the EEM business trading at a loss for the year. The next change was the departure of our CEO Michael and the installation of Renee. Renee brought a renewed focus on wages management and budgeting, a critical issue for the practice. Part of this process resulted in the successful outsourcing of the payroll process and the finance role ceasing.

The final change of the year was COVID-19. A change that had not been foreseen and for which no rule book existed. Issues surfaced quickly around establishing a fever clinic, supply chains, staff, doctors and additional finance requirements. This change as unforeseen and intrusive as it has been, came with a positive impact. The work of the business development team to quickly, efficiently and cost effectively establish the fever clinic was amazing. The government initiatives and support such as cash boost and funding for the establishment of the fever clinic supported the practice well.

In conclusion, the year from a financial perspective has the business making a profit for the year of \$246,261 after a loss of \$304,854 last year. The cash flow from operations was a positive \$60,809. The balance sheet remains well placed with net assets of over \$5m. I would like to thank my finance committee Paul, Renee and Wendy who have worked hard to ensure the practice has come through these changes well.

Greg McDonnell
Finance Chair

Finance Committee: Greg McDonnell (Chair), Paul Bell, Wendy McPhee, Renee Barlow

Financial Report

Central Highlands Healthcare Ltd.

ABN 51 161 700 278

For the year ended 30 June 2020

Prepared by O'Regan & Partners

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Director's Report

Central Highlands Healthcare Ltd.

For the year ended 30 June 2020

The directors present their report on Central Highlands Healthcare Ltd. for the financial year ended 30 June 2020.

1. General Information

Information on Directors

The names of each person who has been a director during the year and to the date of this report are:

Mr. Paul Bell (AM)

Qualifications

Bachelor of Business Administration and he is a Member of the Australian Institute of Company Directors. Also, he was awarded the Order of Australia, General Division, in 2005.

Experience

Paul has previously been a local government Councilor (1985-2020), and has a strong history of board leadership including the health, energy, rail, superannuation and community service sectors.

Special
Responsibilities

An electrical fitter by trade, Paul is a Councilor at Central Highlands Regional Council, Chair of the Central Queensland Hospital and Health Service, Commissioner and Chair of the Queensland Local Government Grants Commission and a Director of the Central Highlands (Qld) Housing Company Ltd.

Mr. Gregory McDonnell

Qualifications

Bachelor of Economics with majors in accounting and finance, Diploma in Financial Planning and he is a fellow of the Institute of Chartered Accountants. Also, Greg qualified as a chartered accountant in 1990 with Ernst & Young in Sydney.

Experience

Greg has over 30 years of accountancy practice with 25 years' service conducting an accountancy practice in Emerald.

Special
Responsibilities

Greg has been a partner in the accounting practice McDonnell Hume Partners since 1992, which provides advice to individuals and businesses of the Central Highlands, including the agricultural, coal mining and retail industries.

Mrs. Wendy McPhee

Qualifications

Bachelor of Science (Medical Laboratory Technology).

Experience

Wendy has 23 years of experience running a medical practice, having worked as Practice Manager of Emerald Medical Group from 1992 to 2015.

Special
Responsibilities

Wendy is an active member of the local community, volunteering her time as Treasurer of the Emerald State, School P&C for 10 years and in currently a volunteer Director and Finance Officer for Emerald Academy of Dance.

Mr. Clinton Adams

Qualifications

Real Estate Agent, Auctioneer, Developer and Electrician.

Experience

Clinton has lived in Emerald for over 35 years. Originally an electrical fitter and mechanic, he has spent over 28 years in the real estate industry in Emerald. He successfully started and operated a real estate business for over 25 years and is a fully qualified auctioneer and real estate developer. Clinton spent 2 years on the committee for Central Highlands Sporting Game Plan Initiative (to take sport to the next level in Central Queensland).

Special

Responsibilities

He has been involved in other industry and community activities such as the \$7million dollar Egerton Street upgrade and beatification with the Central Highlands Regional Council. Clinton is on the committee for the Bush Children's Health Scheme.

Mr. Patrick Lyons

Qualifications

Associate Diploma of Australian Property Institute; certified Practising Valuer; Registered Valuer Queensland Reg No 1321 Company Director.

Experience

Patrick has lived in Emerald since 1991 with roles in Public Administration and Management in the Queensland Public Service prior to entering private enterprise in 2002, opening a Branch Office of Taylor Byrne Valuers in Emerald at that time. Also, he is a past President of the Emerald Sunrise Rotary Club and Emerald Jockey Club.

Special

Responsibilities

Patrick has had extensive involvement in local business and community organisations in the Central Highlands over many years. He currently serves as a Director of Central Highlands (QLD) Housing Company Limited, Taylor Byrnm Lane infrastructure Property Services and Emerald Sunrise Rotary Club.

Mrs. Gail Goodwin-Smith

Qualifications

Graduate of the Australian Institute of Company Directors.

Experience

Gail has previous experience as a local councillor and as deputy Mayor Central Highlands Regional council. Gail has extensive experience in agribusiness, natural resource management, infrastructure investment and community liveability.

Special

Responsibilities

Gail is a Local Government representative on the Australian Local Government Women's Association Qld Executive, Fitzroy Basin Association Board and a Ministerial Appointment to the Board of the Rockhampton Girls' Grammar School and Queensland Great Artesian Basin Advisory Council. Gail has been a volunteer First Responder for the Queensland Ambulance Service for more than 15 years.

Principal Activities

The objectives of the company are to:

- (i) Benefit the health and welfare of the community in the Central Highlands Region who have a need for health and associated services by reason of youth, infirmity or disablement, poverty or social or economic circumstances or sickness through the following:
 - a. Be a centre of high quality and accessible health care by providing patients with well flexible multidisciplinary patient-centred care in the Central Highlands Region through:
 - i. Integration of local programmes and initiatives;
 - ii. Encouraging and facilitating integration across primary health care organisations, tertiary health care and the community;
 - iii. Creating pathways between existing and future public and private sector health-related services;
 - iv. Creating an environment for the efficient and effective use of information technology to facilitate better health outcomes;
 - b. Support the current and future primary care workforce to provide health to aid in the prevention and control of disease which encompasses amongst other things:
 - i. Providing a working environment and conditions which attract and retain a strong workforce particularly general practitioners to increase the amenity of the Central Highlands Region;
 - ii. Provide training and;
 - iii. Providing other opportunities to increase the number of general practitioners within the Central Highlands Region;
 - c. Be responsive to local community needs and priorities, including the needs of Aboriginal and Torres Strait Islander and other cultural and linguistically diverse people;
 - d. Provide accessible, culturally appropriate and affordable care to patients;
 - e. Provide support for preventive care and control of disease which encompasses:
 - i. Diagnosis and treatment;
 - ii. Integrating programs and initiatives for the benefit of the community;
 - iii. Providing a multidisciplinary practice;
 - iv. Providing affordable care via bulk billing and similar practices;
- And
- f. If endorsed as a Deductible Gift Recipient, seek donations and funding from the public and all levels of government to fund the activities of the Company.

Members Guarantee

The Central Highlands Healthcare Ltd. is a company limited by guarantee. In the event of, and for the purpose of winding up of the company, the amount capable of being called up from each member while it is Member, or within one year afterwards is limited to \$ 1 for member, subject to the provisions of the company's constitution.

Meetings of Directors

During the financial year, 12 meetings of directors were held. Attendances by each director during the year were as follow:

Director's Meeting		
Director	Number eligible to attend	Number attended
Mr. Paul Bell (AM)	12	12
Mr. Gregory McDonnell	12	10
Mrs. Wendy McPhee	12	12
Mr. Clinton Adams	12	11
Mr. Patrick Lyons	12	12
Mrs. Gail Goodwin-Smith	12	10

Auditor's independence declaration

The lead auditor's independence declaration for the year ended 30 June 2020 has been received and can be found on page 7 of the financial report.

Signed in accordance with a resolution of the Board of Directors:

Director: _____
Mr. Paul Bell (AM)

Dated: / /

Auditor's Independence Declaration

Central Highlands Healthcare Ltd.

For the year ended 30 June 2020

In accordance with the Australian Charities and Not-for-Profit Commission Act 2012 Section 60-40, I declare that, to the best of my knowledge and belief, during the year ended 30 June 2020, there have been:

- i. no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-Profit Commission Act 2012*; and
- ii. no contraventions of any applicable code of professional conduct in relation to the audit.

O'Regan & Partners Audit Services

Chartered Accountants

QCCU Building

70 Camooweal Street

MOUNT ISA QLD 4825

Peter O'Regan

Partner

Dated:

RP Lockwood

CA, Registered Company Auditor 6337

Dated:

Statement of Comprehensive Income

Central Highlands Healthcare Ltd.

For the year ended 30 June 2020

Account	2020	2019
Income		
Consulting Fees	1,828,399	1,674,498
Donations Received	9,642	26,800
Management Fees	972,648	998,666
Incentive Payments	416,568	360,237
Rent Received	226,326	121,406
Training Payments	39,442	78,423
Grants Received	82,000	148,062
Interest received	558	1,578
Other income	498,315	79,784
Grant Government - Cash Flow Boost	62,500	-
Profit on sale of property, plant, equip	4,411	-
Gross Profit from Trading - Coffee Kiosk	19,049	-
Total Income	4,159,858	3,489,454
Expenses		
Accountancy	14,090	11,500
Advertising and promotion	19,908	21,289
Audit fees	7,780	7,450
Bad Debts	-	1,100
Bank Fees And Charges	22,446	21,721
BAS & Computer Support	6,326	8,360
Borrowing Expenses	1,967	1,967
Capital Expenditure Write Off	784	-
Cleaning and rubbish removal	85,244	72,546
Clinical Supplies	100,083	150,301
Computer Expenses	82,658	83,655
Consultants fees	67,963	60,405
Contract payments	263,831	110,020
COVID-19 Building Expenses	72,399	-
Depreciation	254,814	251,455
Doctor Training/Supervision of Interns	80,819	67,070
Drugs Supplies	68,625	75,202
Electricity	38,589	42,987
Employee Accommodation	15,768	30,818
Entertainment	1,986	4,303
Fees & charges	20,885	16,215
Gas	3,347	3,256
Hire/rent of Plant & Equipment	8,240	-
Insurance	44,633	37,624
Interest - Australia	43,363	43,386
Legal fees	-	5,000
Magazines & Journals	450	1,600
Motor Vehicle Expenses	4,156	6,837
Postage	3,664	6,596
Printing & stationery	16,623	34,323
Provision for employee leave	40,886	(24,320)
Rates & land taxes	58,054	57,311
Rebates Sentinel GP	64,453	69,129
Recruitment Expenses	1,265	22,781
Rent on land & buildings	21,000	-
Repairs & maintenance	31,817	24,746
Salaries & Wages	2,037,314	2,129,472
Security	1,161	892
Staff amenities	8,373	10,915
Staff training	24,330	49,393
Superannuation	241,788	247,222
Telephone	26,704	22,888
Travel Expenses	4,988	6,743
Uniforms	23	150
Total Expenses	3,913,597	3,794,308
Surplus/ (Deficit) For The Year	246,261	(304,854)

Statement of Financial Position

Central Highlands Healthcare Ltd.

As at 30 June 2020

Account	Notes	30 Jun 2020	30 Jun 2019
Assets			
Current Assets			
Cash and Cash Equivalents	2	342,113	281,304
Trade Debtors		178,527	186,790
Recoverable Employee Entitlements		-	14,472
Stock on Hand	3	42,308	19,383
Prepayments		16,094	15,768
Bond 13/29 Esmond Street. Emerald		-	800
Bond 19 Dawn Crescent, Emerald		-	1,600
Total Current Assets		579,042	520,117
Non-Current Assets			
Property, Plant and Equipment	4	5,661,325	5,837,223
Goodwill		286,710	103,574
Borrowings Expenses		5,308	7,274
Total Non-Current Assets		5,953,343	5,948,071
Total Assets		6,532,385	6,468,188
Liabilities			
Current Liabilities			
Trade Creditors		129,936	196,534
NAB Operating A/c 73-701-2233		-	50,122
NAB Qantas Business Card		6,059	4,273
Vendor Finance		-	20,000
GST/PAYG		47,002	68,555
Superannuation Payable		64,671	53,644
Employee Entitlements		135,504	109,090
Accrued Salaries & Wages		49,586	45,354
Prepayments		-	40,000
Total Current Liabilities		432,758	587,572
Non-Current Liabilities			
Vendor Finance		-	-
NAB Loan A/C 20-001-0780		758,100	746,860
Hire Purchase		13,182	22,486
Less: Unexp Interest Charges		(451)	(1,264)
Prepayments		-	30,000
Total Non-Current Liabilities		770,831	798,082
Total Liabilities		1,203,589	1,385,654
Net Assets		5,328,796	5,082,535
Equity			
Total Member's Funds	5	5,328,796	5,082,535

The accompanying notes form part of these financial statements. These statements should be read in conjunction with the attached compilation report.

Statement of Changes in Equity

Central Highlands Healthcare Ltd.

For the year ended 30 June 2020

	Notes	2020	2019
Opening Balance		335,404	640,258
Surplus attributable to members of the entity		246,261	(304,854)
General Reserve		1	1
Commonwealth Grant Novated		4,747,130	4,747,130
Net Assets	5	5,328,796	5,082,535

Statement of Cash Flows

Central Highlands Healthcare Ltd.

For the year ended 30 June 2020

	Note	2020	2019
Operating Activities			
Receipts from Fees		3,217,615	3,033,401
Receipts from Other Income		941,685	454,475
Cash paid to suppliers and employees		(3,566,902)	(3,452,561)
Cash paid for other operating expenses		(26,072)	(25,185)
Increase in Receivables		24,809	(40,641)
Increase in Inventories		(22,925)	33,432
Increase in trade payables		(143,261)	(126,172)
Decrease in Tax		(21,553)	47,808
Interest Received		558	1,578
Interest Paid		(65,809)	(65,107)
Net Cash Flows from Operating Activities	6	338,145	(138,972)
Investing Activities			
Proceeds from Purchase of Property, Plant & Equipment		(289,827)	(200,306)
Proceeds from Disposal of Fixed Assets		27,776	-
Deposit Fixeds Assets		-	1,000
Net Cash Flows from Investing Activities		(262,051)	(199,306)
Financing Activities			
Borrowings		(15,285)	54,171
Net Cash Flows from Financing Activities		(15,285)	54,171
Net cash Flows		60,809	(284,107)
Cash and Cash Equivalents			
Opening Cash Balance		281,304	565,411
Closing Cash Balance		342,113	281,304
Net change in cash for period		60,809	(284,107)

Notes to the Financial Statements

Central Highlands Healthcare Ltd.

For the year ended 30 June 2020

1. Summary of Significant Accounting Policies

The financial report covers Central Highlands Healthcare Ltd. as an individual entity. Central Highlands Healthcare Ltd. is a not-for-profit Company, registered entity limited by guarantee.

The functional and presentation currency of Central Highlands Healthcare Ltd. is Australian dollars.

Basis of Preparation

The directors have prepared the financial statements on the basis that the not-for-profit Company is a non-reporting entity because there are no users dependent on general purpose financial statements. These financial statements are therefore a special purpose financial statements that has been prepared in order to meet the requirements of the Australian Charities and Not-for-Profit Commission Act 2012.

The Financial Statements have been prepared in accordance and compliance with the minimum Accounting Standards Under Special Purpose; AASB 101 Preparation of Financial Statements; AASB 107 State of Cash Flows; AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors; AASB 1031 Materiality; AASB 1048 Interpretation of Accounting Standards; AASB 1054 Australian Additional Disclosures, Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board.

The financial statements have been prepared on an accruals basis and are based on historical costs modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

Significant accounting policies adopted in the preparation of these financial statements are presented below and are consistent with prior reporting periods unless otherwise stated.

Tax

The registered entity is exempt from income tax under Division 30-15 of the Income Tax Assessment Act 1997.

Revenue and Other Income

Revenue is measured at the value of the consideration received or receivable after taking into account any trade discounts and volume rebates allowed. For this purpose, deferred consideration is not discounted to present values when recognising revenue.

Revenue recognised related to the provision of services is determined with reference to the stage of completion of the transaction at the reporting date and where outcome of the contract can be estimated reliably. Stage of completion is determined with reference to the services performed to date as a percentage of total anticipated services to be performed. Where the outcome cannot be estimated reliably, revenue is recognised only to the extent that related expenditure is recoverable.

All revenue is stated net of the amount of goods and services tax (GST).

Interest revenue

Interest is recognised using the effective interest rate method, which, for floating rate financial assets, is the rate inherent in the instrument.

Other income

Other income is recognized as revenue when received.

These notes should be read in conjunction with the attached compilation report.

Goods and Services Tax (GST)

Revenue, expenses and assets are recognized net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST.

The net amount of GST recoverable from, or payable to, the ATO is included as part of receivables or payables in the balance sheet.

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

Property, Plant and Equipment (PPE)

Each class of property, plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment.

Items of property, plant equipment acquired for nil or nominal consideration have been recorded at the acquisition date fair value.

Where the cost model is used, the asset is carried at its cost less any accumulated depreciation and any impairment losses. Costs include purchase price, other directly attributable costs and the initial estimate of the costs of dismantling and restoring the asset, where applicable.

Depreciation

Property, plant and equipment, excluding freehold land, is depreciated on a straight-line basis over the assets useful life to the registered entity, commencing when the assets is ready for use.

Leased assets and leasehold improvements are amortised over the shorter of either the unexpired period of the lease or their estimated useful life.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are recognised in profit or loss. When revalued assets are sold, amounts included in the revaluation surplus relating to that asset are transferred to retained earnings.

Intangibles

Goodwill

Goodwill is recorded at the amount by which the purchase price for a business combination exceeds the fair value attributed to the interest in the net fair value of identifiable assets, liabilities and contingent liabilities acquired at date of acquisition.

Gains and losses on the disposal of a business include the carrying amount of goodwill relating to the business sold.

Accounts Receivable and Other Debtors

All trade debtors are recognised at the amounts receivable as they are due for settlement at no more than 30 days.

Collectability of trade debtors is reviewed on an ongoing basis. Bad debts which are known to be uncollectible are written off during the period in which they are identified. A provision for doubtful debts is established where there is objective evidence that the entity will not be able to collect all amounts due according to the original terms of receivables. The movement in provision is recognised in the income statement.

Inventories

Inventories are measured at the lower of cost and net realizable value. Costs are assigned on a first-in first-out basis and include direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenses.

Employee Benefits

Provision is made for the company's liability for employee benefits arising from services rendered by employees to balance date. Employee benefits have been measured at the amounts expected to be paid when the liability is settled, plus related on-costs.

Provisions

Provisions are recognized when the company has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reasonably measured.

Provisions recognized represent the best estimate of the amounts required to settle the obligation at reporting date.

Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the balance sheet.

Trade and Other Payables

Trade and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the company during the reporting period, which remain unpaid.

The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

Account	2020	2019
2. Cash and Cash Equivalents		
NAB Operating A/c 73-701-2233	38,795	-
NAB Cash Maximiser A/c 92-798-4383	18,664	109,370
NAB Holding A/c 24-468-7101	91,345	130,897
NAB Business Payments Card	2,016	2,016
NAB Offset A/c 25-198-2037	181,193	25,683
NAB Foundation A/c 78-362-2825	9,900	13,138
Cash on hand	200	200
Total Cash and Cash Equivalents	342,113	281,304

Account	2020	2019
3. Stock on Hand		
Stock on Hand - Coffee Shop	986	-
Stock on Hand - Medical Supplies	41,322	19,383
Total Stock on Hand	42,308	19,383

Account	2020	2019
4. Property, Plant and Equipment		
Buildings - Lot 1 Pilot Farm Rd	4,586,927	4,578,616
Land & Buildings - Lot 2 Pilot Farm Rd	1,035,686	1,019,340
Less: Decline in Value	(294,282)	(163,396)
Total Property Improvements	5,328,331	5,434,560
Plant & equipment - at cost	836,808	835,932
Plant & equipment Emerald Employment Med	20,000	-
Plant & Equipment - Bean Waitin' Coffee	10,548	-
Less: Decline in Value	(559,093)	(452,373)
Total Plant & equipment - at cost	308,263	383,559
Low Value Pool	24,731	19,104
Total Property, Plant and Equipment	5,661,325	5,837,223

These notes should be read in conjunction with the attached compilation report.

Account	2020	2019
5. Equity		
Opening Balance	335,404	640,258
Surplus for the Year	246,261	(304,854)
General Reserve	1	1
Commonwealth Grant Novated	4,747,130	4,747,130
Total Equity	5,328,796	5,082,535

The Commonwealth Department of Health provided funding under the GP Superclinic Program to Central Queensland Division of General Practice (CQ Rural Health) to build a GP Superclinic in Emerald. The Central Queensland Division of General Practice held the grant and reporting requirements for the Emerald GP Superclinic until the issues relating to the tenure and ownership of the land were resolved. The deed of Novation which transferred responsibility for the project and to protect the interests of the Commonwealth Department of Health occurred in April 2018. The sum of \$4,747,130 is included in the financial statements reflecting the transfer of the assets and responsibility of the building & equipment.

6. Reconciliation of Operating Results to Net Cash Provided by Operating Activities

	2020	2019
Surplus for the year	246,261	(304,854)
Non-Cash Slows in Profit from Operating Activities		
Depreciation of Non-Current Assets	254,814	251,455
(Increase)/ Decrease in Assets		
Taxation, prepayments and other current assets	1,884	40,599
Increase/ (Decrease) in Liabilities		
Trade and Other Payables	(164,814)	(126,172)
Net Cash Provided by Operating Activities	338,145	(138,972)

These notes should be read in conjunction with the attached compilation report.

Directors' Declaration

Central Highlands Healthcare Ltd.

For the year ended 30 June 2020

In accordance with a resolution of the directors of Central Highlands Healthcare Ltd, the directors declare that:

1. The financial statements and notes, as set out above, are in accordance with *Australian Charities and Not-for-Profits Commission Act 2012* and:
 - a. Comply with Australian Accounting Standards; and
 - b. Give a true and fair view of the financial position as at 30 June 2020 and of the performance for the year ended on the dates.
2. In the directors' opinion, there are reasonable grounds to believe that the entity will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors:

Director

Dated: / /

Independent Auditor's Report

Central Highlands Healthcare Ltd.

For the year ended 30 June 2020

Report on the Financial Report

We have audited the accompanying financial report, being a special purpose financial report of Central Highlands Healthcare Ltd. which comprises the statement of financial position as at 30 June 2020, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended 30 June 2020, notes comprising a summary of significant accounting policies and other explanatory information, and the director's declaration.

The Directors' Responsibility for the Financial Report

The directors of the company are responsible for the preparation of the financial report and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the Australian Charities and Not-For-Profit Act 2012 and are appropriate to meet the needs of the members. The directors' responsibility also includes such internal control as the directors determine is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We have conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee members, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we have complied with the independence requirements of the Australian Charities and Not-for-Profit Act 2012. We confirm that the independence declaration required by the Australian Charities and Not-for-Profit Act 2012 which has been given to the directors Central Highlands Healthcare Ltd, would be in the same terms if given to the directors as at the time of the auditor's report.

Auditor's Opinion

In our opinion, the financial report presents fairly, in all material respects, the financial report of Central Highlands Healthcare Ltd for the year ended 30 June 2020 and complies with Australian Accounting Standards to the extent described in Note 1 to the financial report.

Basis of Accounting and Restriction on Distribution

Without modifying our opinion, we draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the directors' reporting responsibilities to the members. As a result, the financial report may not be suitable for another purpose.

O'Regan & Partners

Chartered Accountants
QCCU Building
70 Camooweal Street
MOUNT ISA QLD 4825

Peter O'Regan

Partner
Dated:

RP Lockwood

CA, Registered Company Auditor 6337
Dated:

Profit & Loss Schedule - Emerald Medical Group

Central Highlands Healthcare Ltd.

For the year ended 30 June 2020

Account	2020	2019
Income		
Consulting Fees	1,514,151	1,674,498
Donations Received	9,642	26,800
Management Fees	972,648	998,666
Incentive Payments	416,568	360,237
Rent Received	208,754	121,406
Training Payments	39,442	78,423
Grants Received	82,000	148,062
Interest received	558	1,578
Other income	498,315	79,784
Grant Government - Cash Flow Boost	62,500	-
Profit on sale of property, plant, equip	4,411	-
Total Income	3,808,989	3,489,454
Expenses		
Accountancy	14,090	11,500
Advertising and promotion	14,396	21,289
Audit fees	7,780	7,450
Bad Debts	-	1,100
Bank Fees And Charges	22,446	21,721
BAS & Computer Support	6,326	8,360
Borrowing Expenses	1,967	1,967
Capital Expenditure Write Off	540	-
Cleaning and rubbish removal	85,244	72,546
Clinical Supplies	92,732	150,301
Computer Expenses	82,557	83,655
Consultants fees	67,963	60,405
Contract payments	68,638	110,020
COVID-19 Building Expenses	72,399	-
Depreciation	250,407	251,455
Doctor Training/Supervision of Interns	80,819	67,070
Drugs Supplies	60,425	75,202
Electricity	38,589	42,987
Employee Accommodation	15,768	30,818
Entertainment	1,778	4,303
Fees & charges	20,712	16,215
Gas	3,347	3,256
Hire/rent of Plant & Equipment	8,240	-
Insurance	44,633	37,624
Interest - Australia	43,363	43,386
Legal fees	-	5,000
Magazines & Journals	450	1,600
Motor Vehicle Expenses	4,156	6,837
Postage	3,664	6,596
Printing & stationery	15,049	34,323
Provision for employee leave	40,886	(24,320)
Rates & land taxes	57,890	57,311
Rebates Sentinel GP	64,453	69,129
Recruitment Expenses	1,265	22,781
Repairs & maintenance	28,758	24,746
Salaries & Wages	1,818,471	2,129,472
Security	1,161	892
Staff amenities	8,373	10,915
Staff training	24,330	49,393
Superannuation	223,716	247,222
Telephone	25,935	22,888
Travel Expenses	4,213	6,743
Uniforms	23	150
Total Expenses	3,427,952	3,794,308
Surplus/ (Deficit) For The Year	381,037	(304,854)

Profit & Loss Schedule - Coffee Kiosk

Central Highlands Healthcare Ltd.

For the year ended 30 June 2020

Account	2020	2019
Trading Income		
Sales - Coffee Shop	31,570	-
Total Trading Income	31,570	-
Cost of Sales		
Purchases	13,507	-
Total Cost of Sales	13,507	-
Gross Profit from Trading	18,063	-
Income		
Rent Received	10,432	-
Total Income	10,432	-
Expenses		
Capital Expenditure Write Off	244	-
Depreciation	1,875	-
Repairs & maintenance	90	-
Salaries & Wages	29,704	-
Superannuation	2,780	-
Total Expenses	34,693	-
Deficit For The Year	(6,198)	-

Profit & Loss Schedule - Emerald Employment Medicals

Central Highlands Healthcare Ltd.
For the year ended 30 June 2020

Account	2020	2019
Income		
Consulting Fees	314,248	-
Rent Received	7,140	-
Total Income	321,388	-
Expenses		
Advertising and promotion	5,512	-
Clinical Supplies	7,351	-
Computer Expenses	101	-
Contract payments	195,193	-
Depreciation	2,532	-
Drugs Supplies	8,200	-
Entertainment	208	-
Fees & charges	173	-
Printing & stationery	1,574	-
Rates & land taxes	164	-
Rent on land & buildings	21,000	-
Repairs & maintenance	2,969	-
Salaries & Wages	189,139	-
Superannuation	15,292	-
Telephone	769	-
Travel Expenses	775	-
Total Expenses	450,952	-
Deficit For The Year	(129,564)	-

